

**DRAFT FINAL REPORT ON THE  
REGIONAL WORKSHOP ON MULTI-  
HAZARD CONTINGENCY PLANNING  
AND BUSINESS CONTINUITY**

**4th Meeting of the  
Project Steering Committee  
November 22, 2021**



**INSTITUTE FOR SUSTAINABLE DEVELOPMENT  
DISASTER RISK REDUCTION CENTRE**



## FINAL REPORT

### From Community Emergency Preparedness and Response (CERT) to Contingency and Business Continuity

#### Planning for Small Tourism Enterprises

Prepared By the University of the West Indies Disaster Risk Reduction Centre and Institute for Sustainable Development

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## Objective

- Enhance participants' understanding of the importance of continuity planning

## Was achieved by:

- Highlighting the **critical components of the contingency planning process** and the **importance of understanding the local hazard environment**
- Sharing **continuity planning tools** that can be used to develop tailored Business Continuity Plans that are consistent with the industry standards and best practices
- Addressing how to **use tools to prepare for, respond to, and recover from disruptions**
- Providing detailed, step-by-step training needed to **establish a business continuity program**



## Overall purpose

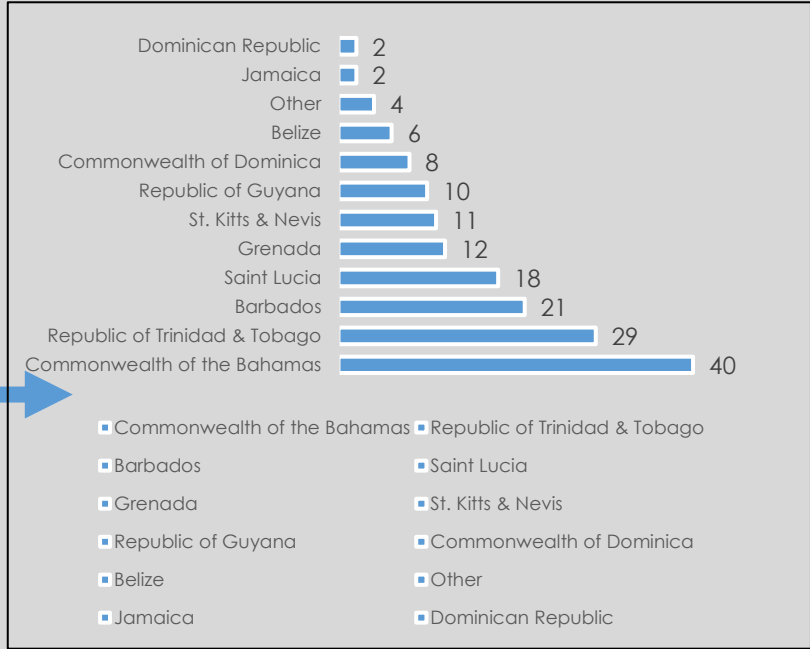
Provide a comprehensive overview and understanding of the business continuity process through practical tools and techniques that businesses can use to examine areas that could affect operations

# REGISTRATION VS PARTICIPATION

165 persons registered

55% of participants came from Bahamas, Trinidad and Tobago and Barbados

40% of registered participants were in accommodation



## Workshop promoted through

National Disaster Offices in CDEMA Participating States

OAS Country Offices

CHTA Membership/ Stakeholders

# Business Continuity Planning for Small Tourism Enterprises

**4**  
**SESSIONS**



**5 October**

**Session 1**

- Context-setting and continuity of operations foundational elements
- Hazards, Tourism Sector and Continuity of Operations
- Vulnerability Assessment
- Business Impact Analysis

**19 October**

**Session 3**

- Developing Business Continuity Plans using the template
- Roles and responsibilities of the implementation teams
- Impact levels and associated emergency procedures

**Session 2**

- Business Continuity Strategies
- Strategies for Reducing Risk
- Relationship with business impact analysis, continuity of operations and contingency planning
- Overview of Business Contingency Plan template

**12 October**

**Session 4**

- Validation of the Business Continuity Plan
- Awareness, training and education
- Plan maintenance and improvement

**26 October**

# HOW?

## POWERPOINT PRESENTATIONS

provided participants with the theory

## CASE STUDIES AND PRACTICAL EXAMPLES

demonstrated how to apply the concepts and tools

**INTERACTIVE POLLS** to get feedback from participants and perform learning checks

**INDIVIDUAL/GROUP EXERCISES** for participants to apply what they have learned

# The Team



## Evangeline Inniss-Springer

Director of the Disaster Risk Reduction Centre, the University of the West Indies.

Dr Inniss-Springer is a Certified Emergency Manager (CEM) and Certified Continuity Manager (CCM) with over 25 years experience in the disaster risk management. She has received training in Emergency Management from the International Association of Emergency Managers and in Business Continuity Management from the Institute for Business Continuity Training.



## David C. Smith, PhD

Coordinator, Institute for Sustainable Development and Director of the Centre for Environmental Management (CEM).

Dr Smith has many years of experience in academia, civil society, the private sector and the United Nations, focusing on Sustainable Development, Biodiversity Conservation, Climate Change, and Disaster Risk Reduction. He initiated Jamaica's first debt-for-nature swap and played a key role in establishing the Jamaica National Parks Trust Fund and the Environmental Foundation of Jamaica.



## Jeremy Collymore

Independent Consultant and Honorary Research Fellow, Institute of Sustainable Development, University of West Indies

A Geographer with training in Environmental Design and Planning, he served as the Executive Director of the Caribbean Disaster Emergency Management Agency from 1991 until 2013. He has enjoyed over 30 years of service in the field of Disaster Risk Management, functioning in various capacities that involved research; teaching; programme design, implementation and review; policy development and operations management.



# The Team



Deika Morrison

Economist and Environmental Scientist

With years of experience working in the public sector, between 1998 and 2000, while working for the National Water Commission, she developed a pilot project proposal for revenue collection in delinquent inner-city communities. She also initiated, structured and facilitated implementation of a water supply joint venture project and participated in the formulation of the Water Sector Policy.



Sheniah Armstrong-Jones

Emergency Management Strategist

Experienced in disaster contingency operations and business continuity, recovery, and resiliency principles. Mrs. Jones is International Association of Emergency Managers Certified and a Certified Continuity Manager. With over 15 years of experience in the field, Sheniah has had the privilege of working with many English-Speaking Caribbean countries to develop CDM Strategies; aimed at risk reduction and to lessen recovery time post impacts.

## Plenary Sessions

- Hazards, Tourism Sector and Continuity of Operations
- Vulnerability Assessment – Analyzing and Prioritizing “My Vulnerability”
- Building the Bridge- From Theory to Reality: Business Impact Analysis
- Business Continuity Strategies
- Business Continuity Plan Development, Testing and Maintenance

## Group discussions

- Vulnerability Assessment
- Business Impact Analysis
- Testing of BCP

# Workshop Agenda

FROM COMMUNITY EMERGENCY PREPAREDNESS AND RESPONSE  
TO CONTINGENCY PLANNING AND BUSINESS CONTINUITY PLANNING  
FOR SMALL TOURISM ENTERPRISES

4 DAYS 4 SESSIONS 2:00 PM - 3:30 PM  
OCT 5 | OCT 12 | OCT 19 | OCT 25

LET'S CHAT  
**BUSINESS  
CONTINUITY  
PLANNING**

#### PARTICIPANTS WILL LEARN

- Core Principles of Business Continuity Management and Planning for Resilient and Sustainable in the Tourism Sector
- How to identify vulnerabilities and assess business impacts analysis
- Strategic alternatives for business continuity testing your BCP

# BCP TOOLS



## *Readiness Checklist*

gauges readiness for developing a BCP



## *Vulnerability Assessment Tool*

identifies threats that present a risk to the business



## *Determining the Essential Resources Form*

identifies essential resources that the business needs



## *Business Impact Analysis*

evaluates the impact of interruptions on critical business operations



## *Contingency/Continuity Plan Template*

guiding document that helps develop BCPs

## Hazards, Tourism Sector and Continuity of Operations

### KEY TAKEAWAY

The Plan is not the cure.  
It will not prevent the hazard impact but will allow business to better deal with the impact more effectively

- Set context of continuity planning for tourism services in the present economic climate and the interface with the hazardous environment
- Reflected on past impacts including hurricanes, earthquakes, pandemic, floods  
Established importance of the local tourism product on GDP
- Highlighted regional initiatives to address the hazard impact on tourism

## ***Vulnerability Assessment – Analyzing and Prioritizing “My Vulnerability”***

**Defined vulnerability and risk in the context of business continuity**

**Highlighted the need for businesses to focus on those elements that can be controlled as a way of managing risk**

**Encouraged participants to learn from the present situation and discover what can be done differently or more successfully**



### **Key Takeaway**

**When responding to hazards, some actions work while some do not even though the threat is the same. However, how you react to it will determine how well or if the small business will continue operating**

## *Building the Bridge- From Theory to Reality: Business Impact Analysis*

Explained the theoretical approach to the business impact analysis

Shared the success of applying the BIA in a practical manner

Highlighted the importance of embracing a holistic BCP approach that incorporated a community tourism

## **Key Takeaways**

*BIA must be tailored to the individual business specific situation.*

*Must understand the local constraints and what is outside of your control*

*Include the community in continuity of operations planning*

## Simple Tabletop Exercise Disaster Scenario: Fire

**Background:** It is 1430 hrs on 12th September 2021. The outside temperature is 102 degrees.

**The Event:** The extreme heat has forced the HVAC unit that runs the cooling system to stress. A spark in the equipment room ignited some dry leaves that had not been cleared away. Discarded, wooden delivery pallets and crates stacked nearby added momentum to the resulting fire.

The Fire alarm did not engage due to an unknown reason. As a result, the fire was not discovered until an employee (the general manager) smelled smoke and went to investigate. He tried to open the door to the room that was emitting the smoke, but the knob was too hot and burned his hand. He instantly fell to the ground in writhing pain.

Another employee, hearing the commotion, came to assist and tried to pull the fire alarm. However, it did not sound, and she ran to call the fire service.

The thick smoke, which emitted from the source of the fire, was quickly picked up by the wind and engulfed the hotel grounds in its plumes. The sprinklers and the scent of smoke drove guests and employees to evacuate to designated assembly points quickly. The hotel was safely evacuated with no injuries except for the general manager, who was taken to the nearest hospital/clinic to be treated for 2nd-degree burns.

**The Aftermath:** The local fire department arrived 15 minutes after the call. The sprinkler system in some parts of the hotel worked as intended. The fire progressed very quickly, and very little time was used to remove items from the damaged areas.

*Thirty minutes after the fire department arrived on the scene- Reporters and camera crews from two local news stations arrived looking for the hotel spokesperson.*

*The hotel owner arrived on-site and met with the fire chief. She informed that one-quarter of the hotel room stock, the guest reception center, and the general manager's office received smoke and water damage and can be cleaned and repaired within 4-8 months. While the damage to the HVAC unit and equipment room is so significant that ingress will not be allowed until further notice. The timeline for re-entry will be provided to the owner when structural engineers have inspected them.*

# Participants

Received advice on how to test and maintain Continuity and or Contingency Plans

Evaluated a draft plan to determine areas for maintenance, improvement and training

Exposed to the importance of conducting After Action Reviews

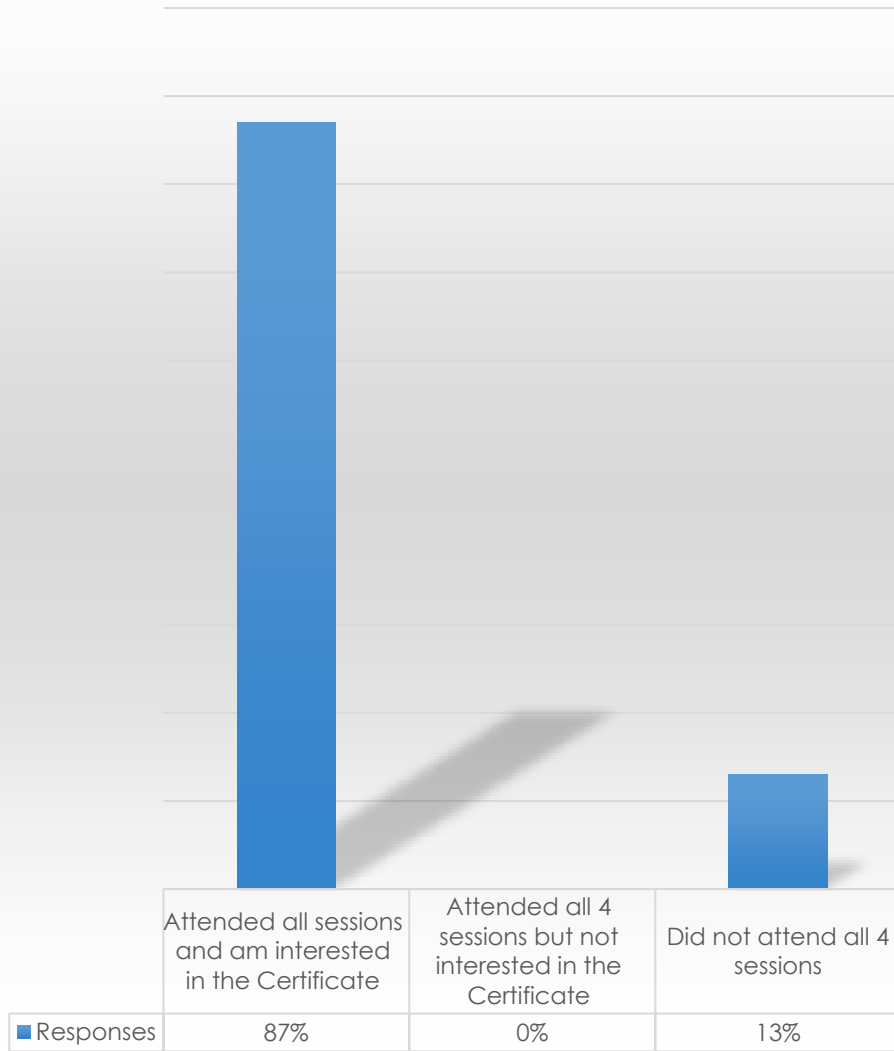


# WORKSHOP EVALUATION

37% (n=23) of participants



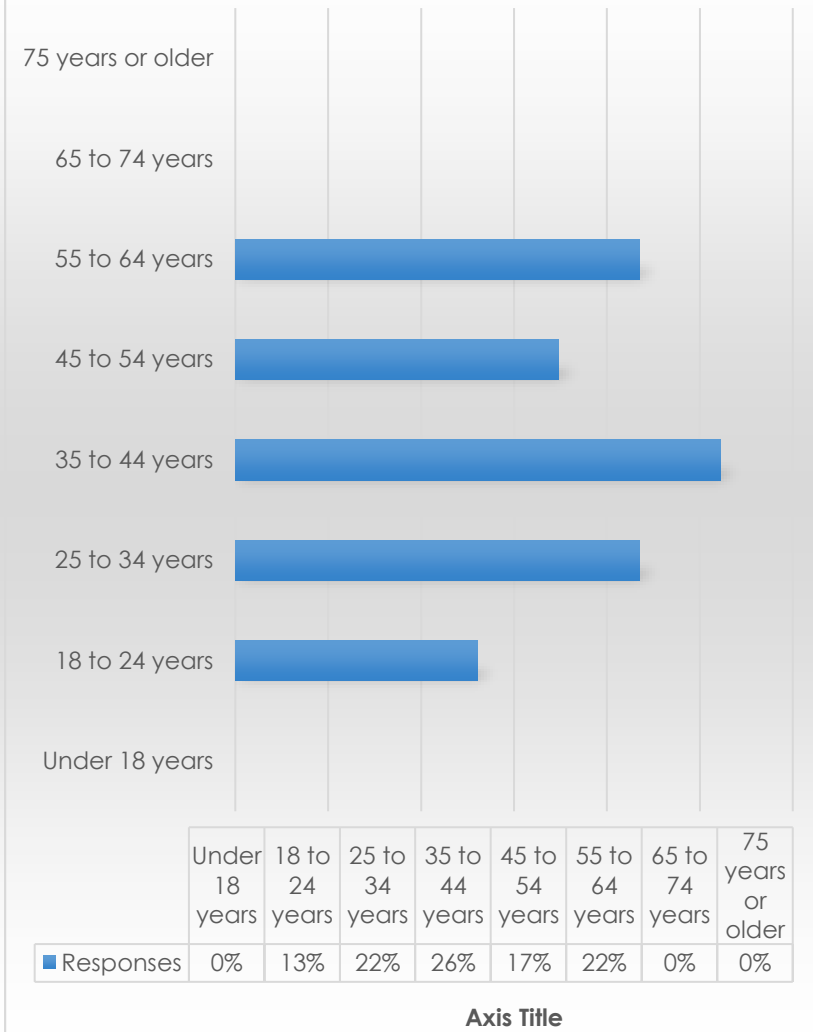
## Session Attendance



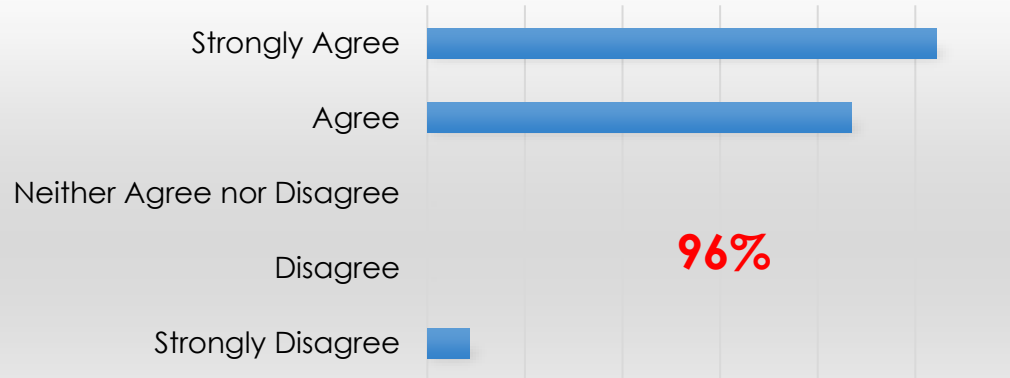
## Sex



## Age

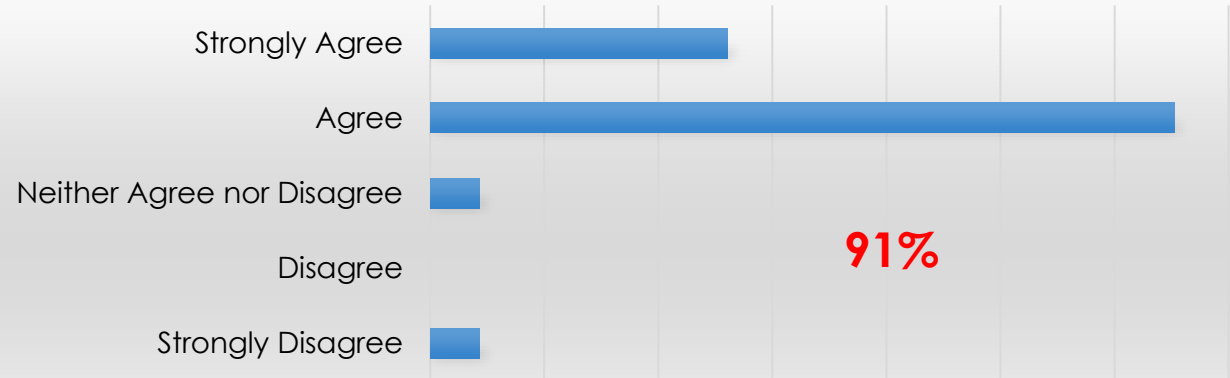


### The content was applicable to work



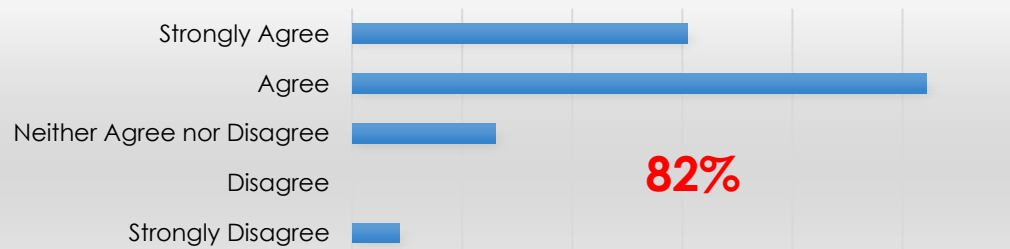
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
■ Responses	4%	0%	0%	43%	52%

### Generally satisfied with the workshop



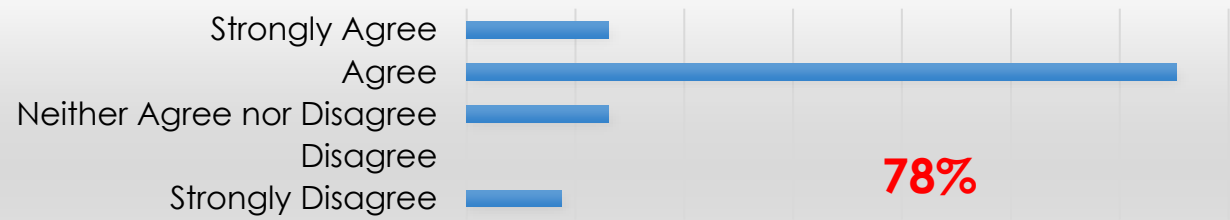
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
■ Responses	4.35%	0.00%	4.35%	65.22%	26.09%

### Workshop was easy to follow



	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
■ Responses	4%	0%	13%	52%	30%

### Breakout discussions were adequate.



	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
■ Responses	9%	0%	13%	65%	13%

## What was the most valuable aspect about the workshop?

Gaining the knowledge on how to prepare.

The break out groups

I believe the break out sessions to modify the plans to our specific jobs made the workshop very unique

It is difficult for me to pin point one thing but I am leaning towards the provision of the business continuity plan template. However, this in itself would not have been as valuable without the explanations given and exercises undertaken regarding hazards, risk and vulnerability assessments. Additionally, as we got the opportunity in the last session to see how important it was to have a good and thorough plan in place, this too added value to the business continuity template. I've mentioned more than one aspect but they worked in tandem and it was really difficult for me to mention one without the others.

Risk Management

Being able to recognize that I need to think outside the box to identify the hazards that will impact my business. Some are not so obvious at first glance.

Understanding the BIA

Brochures or manual for emergency plan

learning the importance of a BCP to all businesses.

All the information provided was valuable to me

Very informative on the hazards

Practical tools provided to prepare Business Continuity Plan.

I liked that we learnt the theoretical aspects of things and then was then able to apply it to our respective business/es

The sharable versions of the presentations

Preventative information in order to be better prepared for future disastrous events

Group discussions

The break out rooms, to evaluate the scenario to better understand the concepts

Identifying gaps in my business model and how to formulate contingency and continuity plans

The breakout room

There was not one thing, all aspect of the workshop was very important

The breakout session where we were able to analyse as if it were an actual occurrence

I enjoyed the fact that we learnt the theory and was given the opportunity to engage with the material by applying it to situations

**Knowledge on how to prepare for hazards and disruptions**

**Learning from others through breakout sessions and group discussions**

**Sharing of Practical tools**

**Translating theory to practice**

**Challenging the norm/new ideas**

# What was the least valuable aspect about the workshop?

Overall workshop was too short

Limited time in breakout sessions

Some participants did not fully interact in breakout groups

Sharing of workshop content

## RESPONSES

It was short which made the presentation seem rushed.

Insufficient time for the course

The time allotted for said breakout sessions sometimes was too limited

I would have to mention the break out rooms but in doing so I must explain that it wasn't the concept itself but the fact that many were hesitant to participate. It really was a somewhat "sweet yet sour" due to the fact that I did appreciate the more intimate time with the facilitators but I felt as though a great opportunity was missed to hear from the other workshop participants.

I think they were all valuable in different ways

Nothing

n/a

Having a site test

NA

NA

None

B/A

The breakout sessions

Time

time frame (held during business hours)

Sharing content

All aspects were necessary,so I don't think there was one,all had to work together

n/a

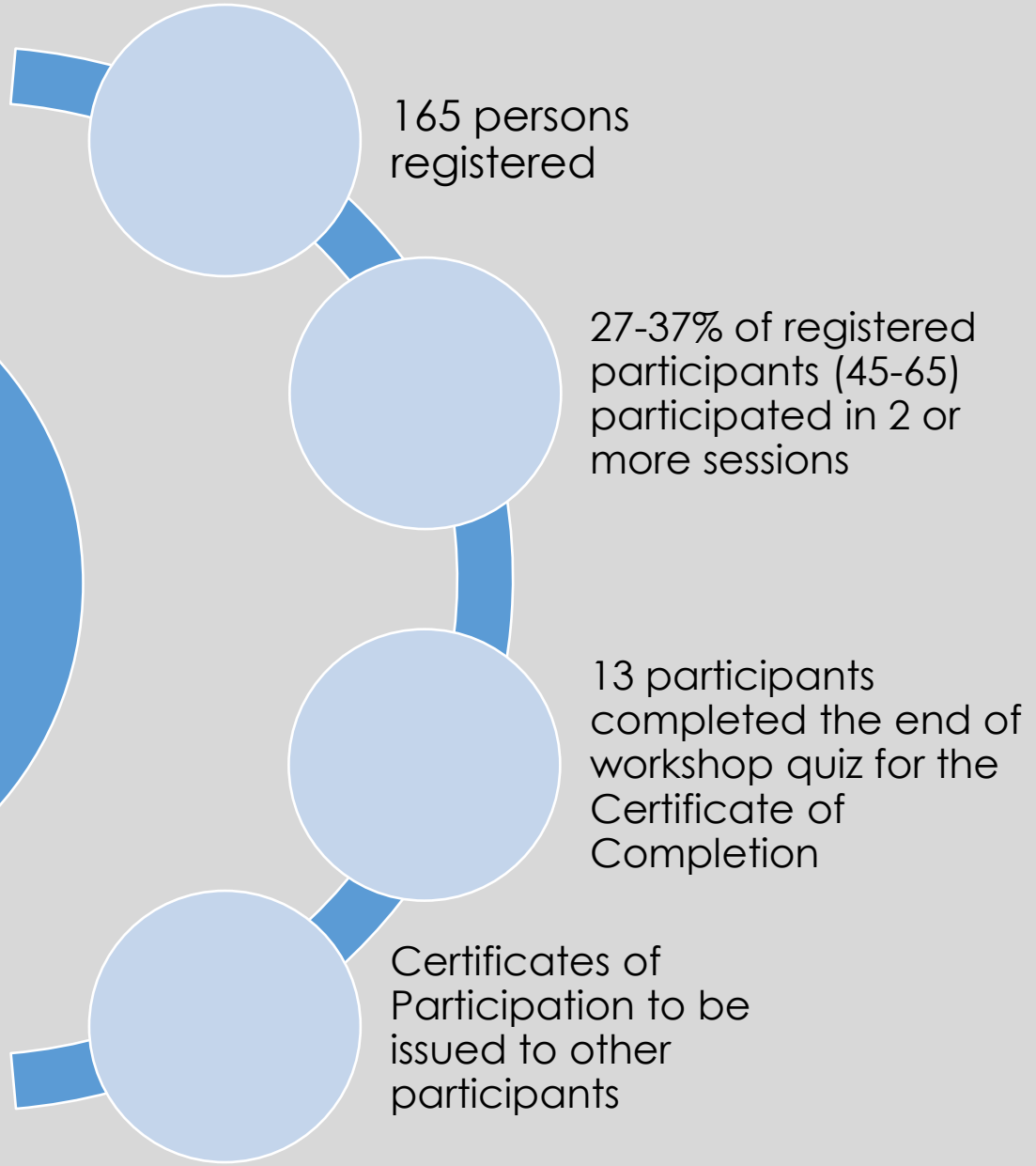
N/a

As I said all aspects of the workshop was valuable

N/A

The breakout sessions as persons was not interactive and the facilitator would have done nearly all the "work"

# REGISTRATION PARTICIPATION CERTIFICATION



# Key Next Steps and Short-term Recommendations



## Next Steps

Follow-up with participants to increase evaluation and workshop quiz numbers

**Finalize/submit End of Workshop Report**

Issue Certificates of Completion/Participation



## Recommendations

Host Workshop 2 in Q1 of 2022

**Explore possible integration of the workshop elements into relevant UWI post-graduate courses**

Partner with NDOs/CDEMA and Hotel/Tourism Associations to offer plan development technical assistance to interested STEs

**Repackage tools into Toolkit for sharing with STEs and supporting entities**

Internship to support STEs BCP and Communications



# Thank You!

Communicate and Collaborate with UWI:

